

**City of Boston  
Air Pollution Control Commission  
and  
Transportation Department**

REQUEST FOR PROPOSALS
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**Consultancy Services for the Development of  
Boston's Multi-Modal Off-Street Parking Policy  
and Updating the Downtown Parking Freeze**

February 22, 2011

Proposals Due:  
**March 25, 2011 by 4:00pm**

Deliver complete, separately sealed Technical and Price proposals to proposals to:

Carl Spector, Executive Director  
Air Pollution Control Commission  
Environment Department  
City Hall, Room 805  
Boston MA 02201

For further information, contact:  
Carl Spector at 617-635-3850

The City of Boston reserves the right to reject any or all proposals.

In compliance with federal and state equal employment laws, equal opportunity will be afforded to all applicants regardless of race, color, sex, age, religious creed, disability, national origin, ancestry, sexual orientation, marital status, prior psychiatric treatment, or military status. It is unlawful in Massachusetts to require or administer a lie detector test as a condition of employment. An employer who violates this law shall be subject to criminal penalties and civil liability.

**Air Pollution Control Commission—Boston Transportation Department  
February 22, 2010**

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**I. PROPOSAL DESCRIPTION AND ELIGIBILITY**

## A. Introduction

In April 2010, Mayor Thomas Menino accepted the Boston Climate Action Leadership Committee's report recommending that the Boston community collectively reduce its greenhouse gas emissions by at least 25% by 2020. The Leadership Committee also recommended measures to reach this goal, many of which addressed transportation issues. In particular, the Leadership Committee recommended that Boston reduce vehicle miles traveled (VMTs) 7.5 percent below current levels by 2020. As a result, the City of Boston has strengthened, accelerated, and created initiatives to increase the use of public transportation, expand bicycle infrastructure, and support clean-fuel vehicles and bicycle- and car-sharing on the city's streets. For example, it has embraced a Complete Streets approach to infrastructure design and construction to accommodate all transportation modes equitably, increase sustainability, lower maintenance requirements, and incorporate technological advances.

Off-street parking policies are a key component of this effort. Currently, the City of Boston administers its off-street parking policies using some of the most progressive tools in the country, including parking freeze districts, maximum parking ratios for new developments, and Transportation Access Plan Agreements. While these programs have successfully increased the use of alternative modes of transportation while providing sufficient parking to sustain healthy economic growth, the City wants to update its parking management to advance its current policy goals.

## B. Purpose of Funds

Boston's Transportation Department and Air Pollution Control Commission seek consultant services to:

1. Inventory parking facilities and ascertain compliance with existing regulations, permits, and policies.
2. Develop digital databases and maps and online application procedures that can be used to streamline the permitting process and facilitate administration of parking policy citywide.
3. Develop new policies and regulations to reflect best management practices nationwide, including pricing policies, real-time information on parking supply, the distribution of parking spaces to reduce congestion and VMTs, and support for environmentally-friendly vehicles.

Note: Digital work products must use the City's ESRI-based Enterprise GIS and the City's Hansen-based enterprise permitting system.

## C. Background

### Existing policies and regulations

In 2001, the Boston Transportation Department (BTD), in its *Access Boston: Parking in Boston* report, released **District-Based Parking Ratio Maximums**, making Boston one of the first US cities to break from traditional zoning laws that relied only on minimum parking requirements for new developments. The maximum ratio guidelines are based on each neighborhood or district's particular characteristics, such as land-use patterns, existing parking supply, housing density, proposed developments, and most importantly, access to public transportation. Districts with good transit access require fewer parking spaces. As a result of this policy, new developments in downtown Boston and surrounding

neighborhoods in the past decade have an average of less than 0.75 parking spaces per dwelling unit or 1,000 square feet of office development.

Administered by the Boston Air Pollution Control Commission (APCC), the **Downtown and South Boston parking freezes** are components of the Massachusetts State Implementation Plan to ensure the Commonwealth's compliance with national ambient air quality standards under the federal Clean Air Act. The parking freezes minimize vehicular air pollution by placing a cap on the number of commercial parking spaces. In Downtown Boston, on the basis of an inventory at the time of the establishment of the freeze, the cap was set at 35,556. Parking freeze regulations exclude residential parking spaces from the cap and allow exemptions for parking facilities "used exclusively by the building owner or its lessees, employees, patrons, customers, clients, patients or guests." Owners of commercial and exempt parking facilities must obtain permits and exemptions from the APCC at a public hearing. Permits frequently contain conditions for transportation demand management.

Parallel to the APCC's regulatory activity, the Boston Transportation Department reviews the transportation consequences of development projects greater than 50,000 square feet, which are subject to review under Article 80 of the Boston Zoning Code. In particular, developers must sign a **Transportation Access Plan Agreement**, which codifies commitments pertaining to parking spaces for motor vehicles and bicycles, street and sidewalk design, transportation demand management programs, curbside parking, deliveries, and a mitigation program. BTM and the APCC work together to ensure the compatibility of their separate requirements.

BTM also issues annually renewable permits for all surface parking lots.

### **Commitment for Environmentally Friendly Vehicles**

Recently, the City of Boston has given priority to making Boston more bicycle-friendly and to encouraging the more use of environmentally-friendly vehicles. A new **Off-Street Bicycle Parking** policy, released in Fall 2010, establishes parking ratios for bicycle parking, the provision of shower facilities, and guidelines for the location of stations for the City's Bike Share program. In addition, as part of the Transportation Access Plan review process and parking freeze permitting, BTM and the APCC may require designated parking spaces for:

- Car-sharing services such as ZipCar
- Electric cars with facilities for charging
- Scooters and motorcycles
- Vanpools

### **Growth in Boston**

Since the parking-ratio guidelines and parking freeze went into effect, enormous changes have taken place in downtown Boston and the surrounding neighborhoods, including the construction of several million square feet of development, the completion of the Central Artery/Tunnel and Silver Line, the emergence of thriving neighborhood business districts, and significant growth in downtown residential population. From the regulatory side, the downtown freeze has been complemented by the East Boston and South Boston parking freezes, though the regulations for both of these are considerably different.

#### **D. Source of Funding**

The Air Pollution Control Commission and the Boston Transportation Department are allocating \$200,000 to operate through January 2012. The APCC and BTM will jointly coordinate the review of all proposals, selection of recipients, and all scope of work activities. The APCC will process all payments to contractors.

Note APCC and BTM may award two (2) contracts under this contract. In such an event, the contract amount for each vendor will not exceed \$125,000.

#### **E. Eligible Applicants**

The development of Boston's Multi-modal Off-Street Parking Policy and the updating of the Downtown Parking Freeze will require a multidisciplinary team consisting of transportation planners and engineers, database, GIS and webpage development experts, urban designers, and architects. The core leadership of the consultant team must include the following:

- A Project Manager with demonstrated experience in developing parking management strategies and regulations and with a track-record of having successfully introduced cutting-edge concepts in other cities in the US.
- A Database Manager with expertise in developing systems to manage permit inventories and develop web-based permit application and administration procedures.

Note that data gathering to update parking inventories is a major task. The consultant team should be structured to accomplish this task with a low-cost approach.

It is anticipated that the Tasks outlined in this RFP will be completed in a 6 to 8 month period with a start date of May 2011.

#### **F. Proposal Process and Schedule**

Applicants must submit an original and five (5) copies, preferably double-sided, of the Technical Proposal in a sealed envelope marked "Parking Policy Consultancy Services - Technical Proposal". Additionally, applicants must submit, under separate cover and in a separate sealed envelope, five (5) copies of their Price Proposals marked clearly "Parking Policy Consultancy Services – Price Proposal". These envelopes must be delivered to the address below no later than 4:00PM, Eastern Standard Time on March 25, 2011.

Completed Technical and Price Proposals must be submitted directly to:

Carl Spector, Executive Director  
Air Pollution Control Commission  
Environment Department  
City Hall, Room 805  
Boston MA 02201

**Absolutely no proposals will be accepted after 4:00PM, Eastern Standard Time on March 25, 2011.**

PLEASE NOTE: ENVIRONMENT DEPARTMENT HOURS OF OPERATION ARE MONDAY - FRIDAY 9:00 A.M. TO 5:00 P.M. PLEASE PLAN ACCORDINGLY.

The Air Pollution Control Commission and the Transportation Department reserve the right to waive portions of the RFP for all proposals, to excuse minor informalities on proposals, or to reject all proposals, if deemed in the best interest of the City, the Air Pollution Control Commission and the Transportation Department.

All proposals will be reviewed by the Air Pollution Control Commission, the Transportation Department and other departments for eligibility under the program. A contract will be awarded to the responsible and responsive proposer with the most advantageous proposal, taking into consideration all evaluation criteria.

## **G. Contact Information**

Questions on this RFP may be directed to Carl Spector at 617-635-3850 or [Carl.Spector@cityofboston.gov](mailto:Carl.Spector@cityofboston.gov), or see <http://www.cityofboston.gov/environment/pollution.asp>.

## **H. Indemnification**

To the fullest extent permitted by law, the successful applicant shall indemnify, defend and hold harmless the City, its employees, officers, representatives, and agents from and against any claim, loss, damages, injury, expense (including attorneys' fees), judgment or liability associated with the Project and any duties, activities, or services described in this RFP and made part of the Contract, to the extent that such claim, loss, damages, injury, expense, judgment or liability is caused either by defects in products supplied by the successful applicant hereunder or by the willful or negligent act or omission of the successful applicant, its employees, officers, representatives, and agents.

## **II. SCOPE OF WORK**

### **A. Scope of Work**

#### **Task 1. Compile an inventory of Downtown Parking Facilities**

Necessary to the development of new parking policies is the compilation of an accurate parking inventory. Because of the amount of time since the last complete inventory, existing records may be out of date. A consolidated, constantly updated "official" database will become the standard reference for the future.

- Using APCC files, compile a list of all Downtown parking facilities with permits and exemptions
- Identify existing Downtown parking facilities—commercial, exempt, and residential—that are not included in APCC records

- Survey all parking facilities above to collect information such as parking counts, utilization rates, allocation of public and private spaces, GPS coordinates of the facility, ingress and egress photographs, and hourly, daily and long-term parking rates.
- For all facilities with existing APCC permits, ascertain compliance with permit conditions.
- Analyze the data to identify any important trends, particularly regarding geographic distribution.
- Develop a database and digital map with a user-friendly work screen tabulating all information including ingress and egress locations.
- Develop graphic tools to analyze the data.

## **Task 2: Compile an inventory of Transportation Access Plan Agreement (TAPA) citywide**

More than 200 TAPAs have been signed in the past decade. The resulting developer-funded parking commitments, transportation demand management programs, and traffic control mitigation projects have resulted in reductions in congestion as well as increased use of alternative-transportation modes. For continued success it is important to monitor the implementation of TAPA requirements.

- Collect and sort *all* existing TAPAs available from the Boston Transportation Department
- Develop a database with a user-friendly interface tabulating all mitigations enumerated in the TAPAs included parking-related information for automobiles, bicycles, van and car pools, and car-share spaces.
- Develop a program to ascertain compliance with TAPA requirements for both physical improvements such as signals and bicycle rack installation, programmatic commitments such as MBTA pass subsidies, and the status of financial commitments for all transportation related mitigation to all City departments.
- In collaboration with the Boston Transportation Department's Off-Street Parking office, compile and verify all open-air parking lot data citywide including municipal parking lots.
- Cross-check TAPA parking facility data and BTDO off-street parking lot data with Downtown APCC permit data and consolidate into a single database of downtown facilities. (See Task 1)

## **Task 3: Compare Boston's parking management programs with national best practices**

With parking management becoming critical to support the growth of congested urban centers, many US cities have launched new programs and regulations. This provides an opportunity for Boston to study current best practices, single out those that are relevant to Boston, and identify new areas for innovation.

- Review Boston's existing off-street parking and VMT-reduction policies including parking ratios, downtown parking freeze regulations, TDM programs, initiatives supporting bicycles and EV parking, and TAPA regulations. Also review the transportation-related recommendations of the Climate Action Leadership Committee.
- Select a list of cities to review, including New York, San Francisco, Washington DC, and Portland (Oregon) as well as other cities with well developed parking management programs and VMT-reduction programs directly related to parking facility ownership and management.
- Summarize best practices relevant to Boston.

#### **Task 4: Propose Boston's Multimodal Off-Street Parking Policy**

Boston has charted a growth strategy for its downtown and neighborhoods that promotes economic development and embraces the need to address the consequences of climate change. A complimentary parking policy will help steer and ensure its success.

Parking facilities, while necessary, are often not the most appropriate use of vacant and underutilized parcels in dense urban areas, can be a visual blight, and indirectly deprive the public realm of pedestrian-friendly activity. Boston needs urban design guidelines to inform the construction of parking facilities.

- In coordination with the Boston Redevelopment Authority and the Department of Neighborhood Development, summarize Boston's economic development policies including those focused on the Longwood Medical Area, the South Boston Innovation District, and the city's neighborhood Main Streets districts.
- Summarize the Climate Action Leadership Committee's recommendations related to parking policy and VMT reduction.
- Review the recommendations of BTD's *Access Boston: Parking in Boston* report (2001).
- Review existing Boston Zoning Code parking related regulations.
- Develop a well defined set of principles and goals to establish a foundation for future parking policies (reduction in vehicle trips, transit oriented development, encouragement of clean vehicles, etc.)
- Develop parking and VMT-reduction guidelines specific for land-use types.
- Develop parking guidelines and ratios for scooters and motorcycles, hybrids and electric cars, and car-share services. (Off-Street Bicycle Parking Guidelines are completed.)
- Develop updated maximum parking ratio guidelines for Boston's neighborhoods and districts.
- Develop parking maximum parking ratio guidelines for specific land uses in sufficient detail to identify the differences between land-use sub-categories, for example between apartment and condominium or between offices and research space.
- Develop parking facility design guidelines relative to location, lay-out, and façade design and the distribution of access points.
- Propose sustainability measures, such as stormwater management, light-roofs, "green" facades, and landscaping as part of the facility design guidelines.
- Propose innovate parking management techniques such as dynamic parking rates and shared parking allocation.

#### **Task 5: Propose Updated Downtown Parking Freeze Regulations**

The Downtown Parking Freeze regulations, while still relevant and effective, date back to the 1970s. More recently, new parking freeze districts have been implemented for East Boston and South Boston. In addition, the APCC has initiated an internal review of its parking freeze regulations.

- Develop electronic databases and web pages for parking freeze administration that enable online application and renewal of permits and monitors compliance with the regulations.
- Review the Downtown Parking Freeze regulations.



- Propose amendments to the regulations in response to current trends in residential, office, and hotel development and associated parking facilities in downtown Boston.
- Using the South Boston Parking Freeze as a guide, explore opportunities to institute a reasonable and appropriate fee and renewal schedule for public and private parking spaces in downtown Boston.
- Recommend other measures to the APCC that will assist the implementation of Leadership Committee recommendations.

### **Task 6: Propose Updated Transportation Access Plan Agreement (TAPA) Regulations**

TAPAs are the primary regulatory tool available to the City of Boston to review and manage the transportation components of new development projects in Boston. Last reviewed in 2004, TAPA related regulations need to be updated. In addition, the permitting process itself needs to be streamlined and electronically managed and archived.

- Review the current TAPA regulations and boilerplate forms including the technical analysis spelled out in the TAPA Scope of Work required of developers and their consultants.
- Develop new parking management principles reflecting Boston's renewed commitment to addressing climate change and to design "multimodal, green and smart" streets.
- Propose new formats for and update the TAPA boilerplate template and Scope of Work requirements.
- Review current practice and procedures that result in the execution of a TAPA including its link to the BRA Article 80 process, the Public Improvements Commission vote, and Inspectional Services Department building and occupancy permits.
- Propose new Transportation Demand Management (TDM) requirements.
- Develop electronic databases and web pages for TAPA related documents and procedure that enable online application of permits and monitors compliance with the regulations.

### **B. Interagency Coordination and Community Process**

The Tasks outlined above will be developed in close coordination with a City Inter-Agency committee. Day-to-day project management will be provided by the Boston Transportation Department. In addition to BTM, the committee will include the Boston Environment Department represented by the APCC, Boston Bikes, Mayor's Office of New Urban Mechanics, the Boston Redevelopment Authority, Boston Public Works Department, and the Disability Commission. Consultations with the Public Improvements Commission and the Inspectional Services Department will also be held. It is anticipated that the consultant team will attend and present at 6 to 8 interagency committee meetings.

The consultant team will work hand-in-hand with Boston's Department of Innovation and Technology (DoIT) to coordinate the development of electronic databases, GIS mapping, and web-based processes. This work must be based on the City's existing ESRI-based Enterprise GIS and Hansen-based enterprise permitting system.

BTM and APCC actions will be informed by 3 to 5 "stakeholder" public meetings. Organizations invited to these meetings will include Boston-based TMAs such as A Better City and MASCO and advocacy groups such as Livable Streets, WalkBoston, and the Boston Cyclist Union. Other invitees will include current APCC permit holders. A session will also be held with local transportation

consulting firms to ensure a peer review of the proposals. The consultants will be required to attend and make presentations at these meetings.

### **III. PROPOSAL REVIEW PROCESS**

#### **Selection Criteria**

All proposals will be evaluated and judged on a comparative basis by Environmental and Energy Services. Proposals will be initially screened to determine responsiveness.

Proposals passing the initial screening will be reviewed for technical merit and evidence of participation in similar or comparable Scope of Work activities. Proposals identified as having sufficient technical merit will be reviewed for organizational experience and capacity development, and ability to fulfill vendor tasks in a timely manner. Price Proposals will then be reviewed as to the administrative and total costs to provide the program services.

The City of Boston is under no obligation to fund any proposal.

### **IV. PROPOSAL SUBMISSION REQUIREMENTS**

The proposal submission to this RFP must detail how the consultant team(s) proposes to carry out the Scope of Work tasks outlined in the RFP. It must also contain information on the qualifications, experience and key personnel of the respondent.

Detail the administrative costs that will be charged. The proposer must detail the total cost to perform all scope of work tasks, which will be a “not to exceed” amount. Upon selection, the vendor will enter into a contract with Environmental and Energy Services for the total cost stated; work tasks will be performed and compensated on an hourly basis.

Respondents are encouraged to submit double-side proposals.

### **V. APPENDIX**

#### **LINKS TO EXISTING CITY OF BOSTON POLICIES AND REGULATIONS**

[http://www.cityofboston.gov/TRANSPORTATION/accessboston/pdfs/parking\\_districts.pdf](http://www.cityofboston.gov/TRANSPORTATION/accessboston/pdfs/parking_districts.pdf)

<http://www.cityofboston.gov/environment/AirPollution/ParkingFreezes.asp>

<http://www.bostoncompletestreets.org>